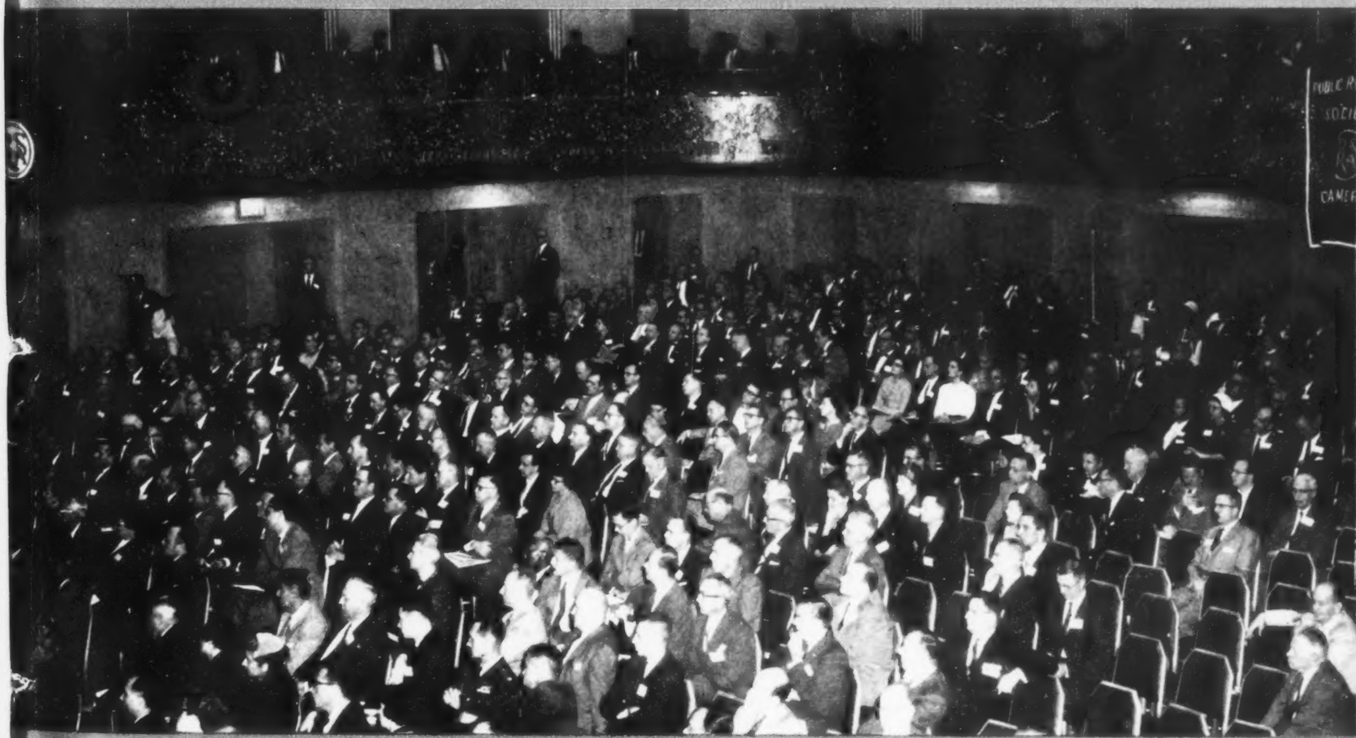
SOCIAL SCIENCES

PUBLIC RELATIONS JOURNAL

JANUARY 1959



NOTES MADE AT THE WALDORF—PRSA REVISITED

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CLIFFORD F. HOOD

Portrait by Fabian Bachrach

"U. S. Steel employees invest more than $2,400,000 a month in U. S. Savings Bonds"

"Those enrolled in the Payroll Savings Plan for U.S. Savings Bonds alone save the equivalent of one and one half $25 bonds a month.

"For those investing in U.S. Savings Bonds under the Savings Fund Plan, each is averaging more than one $25 bond per month.

"The response of our employees to the Payroll Savings Plan for Savings Bonds is evidence of their faith in the nation. We are proud of their record in saving systematically in E Bonds, thus participating in a program of planned thrift while helping to build America's power to keep the peace."

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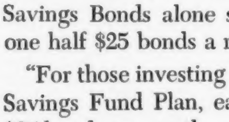

PUBLIC RELATIONS JOURNAL

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

VOLUME XV | JANUARY 1959 | NUMBER 1

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Editorial

ABOUT A NUMBER OF THINGS

● This editorial will ramble somewhat because it needs to touch on a variety of subjects—in fact, three.

First, we call your attention especially to the lead article in this issue by John Kieran, Jr. Just as he did in '57 at the Philadelphia meetings, he attended, reported, and commented upon the major activities of the PRSA Conference in New York City in November, 1958.

Mr. Kieran, as a reporter and free-lance writer, was urged to present his objective evaluations and comments, as well as to sum up the actual events at the Conference. We think he has done this in an incisive and refreshing manner.

Some preliminary comments on the 1958 Conference appeared in an editorial in the December JOURNAL. Written immediately after the November sessions in order to catch the publication's deadline, there was insufficient time to prepare a comprehensive and contemplative story about the Conference. We believe that Mr. Kieran's article has taken care of that situation.

In addition to well deserved credits to the diligent work of Society Committee members, to the exhibitors, to those who planned and carried out the entertainment for the ladies and to the speakers and panelists and many others, Mr. Kieran's article analyzes the end results of what was said and done.

He concludes that one basic idea loomed up—the emphasis and re-emphasis on the responsibility of business, and therefore that of its counselors, to know and understand the great forces shaping our future and to take action honestly and wisely.

* * *

Second, the program for the Conference had crystallized before the national elections on November 4. The results of the voting acted like a blockbuster in portions of the public relations field, at least with some public relations directors in business and industry and with their public relations consultants. But there had not been time nor clairvoyance to give this subject a prominent spot in the Conference program.

It was not so much the political party situation that caused concern. What really bothered was the political success of attacks on business enterprise and on business management. Inferences read into the voting included likelihood of further inflation due to greater spending, fears of galloping socialism which is anti-business, and apprehensions about the power of labor union chiefs.

Several serious questions involving the public relations of the business and industrial world in the political ring have arisen since the election. Should managements, both the individual members and organizations as a whole, put forth greater efforts in the ballot battles? Some such strenuous activity in fact had been tried. But did it do harm or good—or both or neither? Was the action too little and too late? Could something more effective be found for the next round?

The JOURNAL editors would heartily welcome thoughtful letters and articles on these vital public relations questions.

* * *

Third, speaking of editorial content of the JOURNAL, we call your attention to new developments in the readership study which we expect will help to erect some valuable guideposts.

This pilot study will cover a cross section of 400 persons who receive the publication. If the results seem to show the need for broadening the sample or revising the questions, another attempt may be made later on.

In case your name didn't turn up in the list for this first study and therefore you didn't learn about the techniques and the questions, you might like to know that a combination of a mail and interview method is being used. In other words, many of those who don't fill out the mail questionnaire will be followed up with a phone interview. (Incidentally, the Opinion Research Corporation is advising us on the conduct of this entire project.)

Instead of asking shotgun types of general questions, we are seeking specific comment on four distinct types of articles in the November, 1958 issue, a copy of which is sent to the respondents. It contains questionnaires attached to the four selected articles.

If you do receive and fill out the questionnaires, we will be everlastingly grateful for your help. We feel confident that much of value will accrue from this study—of value to our readers, the Society, and the public relations field generally. ●

WHICH?

Usually, the *which?* is quickly followed by a *whisk!* and away the goods go. Have you ever noticed how sure-handed, sure-minded, most self-service shoppers are?

Yet look at the mountains of goods they must choose from. And there are few clerks, if any, on hand to help them.

Today, one force perhaps more than any other makes shopping the wondrous, well-guided tour of products it is. The force is advertising.

Certainly, the ads in a magazine like this one make your shopping easier. They take just a few minutes of your time to give you the facts you need to buy intelligently.

And they assure you quality products. The advertisers know they must make, and sell, the best. For they know their well-informed audience can, and will, reject anything less.

Another example of how advertising helps everybody. TIME INC., publisher of LIFE, TIME, FORTUNE, SPORTS ILLUSTRATED, HOUSE & HOME, ARCHITECTURAL FORUM and International Editions of LIFE and TIME.

NOTES AT THE WALDORF — PRSA REVISITED

By John Kieran, Jr.

● To this Uninformed Observer, there was one difference between the 1957 and 1958 PRSA Conferences: the former was held in Philadelphia, the latter in New York. Both had a great deal to offer. That much could be told at a glance.

This same conclusion was reached by many of the more informed and seasoned observers who were Members and Associates of the Society.

A record total of 1907 registrants (a 40 per cent increase over last year) were on hand at The Waldorf-Astoria doings, coming from at least 33 states, Washington, D. C., Canada, Europe and Latin America, to face "The Great Forces Shaping Our Future," the working title of the Conference.

In the course of 3 full and 2 'half' days, they saw and heard much to set them talking in lobbies, corridors, under the Ballroom eaves, or with backs to the walls of Peacock Alley.

They sampled the vast, wide-ranging presentations of *Time-Life-Fortune* representatives; listened to status reports from committee heads; chatted with members of the working press at Idea Exchanges; exchanged ideas of their own; heard a lot of important prose from 'name' speakers; got mildly 'told off' once in a while; touched on the international field; received an indoctrination in socal surveys and research; discussed ideas on the matter of ethics and standards; and —more importantly met each other again, or for the first time — and swapped a great deal of shop talk.

On the side, they took in the exhibits in the Astor Gallery and Jade Room; took the wife shopping or to the theatre; sometimes overslept; praised and criticized; visited clients or other business contacts located in New York.

● *Last year,* John Kieran, Jr., *was asked to be a neutral observer at the 10th National PRSA Conference in Philadelphia. As a free-lance writer, he took on the assignment of wandering through the sessions, recording his own impressions and those of members with whom he congregated. The results were well received. It seemed a good idea to repeat the performance at this year's Conference by way of an impartial comparative as to 'how're we doing?'*

Mr. Kieran, primarily a man of the radio and TV media, still hibernates winters in his Connecticut barn, emerging only to take on those projects which interest him. This was one of them. ●

The Editors

Membership meeting valuable

Why they came cannot be authoritatively answered in this space—that is, in weighing their purpose, their desire to discover something not yet known to them in their work, to contribute to a growing profession, and the normal urge to visit New York. Corridor comment indicated a seriousness of purpose and a willingness to be shown. This became clear as early as the Membership Meeting in the Sert Room, Tuesday evening.

About 150 full-fledged Members and Associates gathered for the business meeting that night to hear Ray Bell and Kalman Druck outline the forthcoming Conference, the hopes and aims they had for it, and generally to greet all concerned. Following came reports of various committee heads including the affable Scott Jones and the dignified Ken Youel. Those in attendance were most intrigued by the report that PRSA was establishing an Institute for advanced study in the public relations field. It's designed to run for a week in the Fall, beginning this year—with Wisconsin University chosen as the first site of the course. (This will require participants to follow the rigid routine of undergraduates, including getting up early in the morning) . . .

All reports — on Finance, Headquarters, Operations, etc.—were received with applause and entered into the minutes. The meeting itself generated goodwill and was considered, as last year, a worthwhile way to start proceedings and get run-of-the-mill business out of the way.

Of Time and Life

The next morning the first session got underway and it proceeded on a high plane. Some 450 of the membership made the journey into the ballroom at 9:15 to hear Messrs. Bell and Druck repeat their general welcome, and Lucy Monroe perform her specialty. Although this attendance compared favorably with attendance at the initial session in Philadelphia last year, it seemed more sparse be-

cause of the vast reaches of The Waldorf's Grand Ballroom.

The general theme was "The Great Forces Shaping Our Future" and some real experts were there to tell the assemblage just what these forces are. The people from *Time, Life,* and *Fortune* attacked the minds of those in attendance in three platoons, or panels. Their moderator, Mr. C. D. Jackson, vice president of Time, Inc., referred to the theme and, using a huge rear projection map of the world, showed old and new media of communication and transportation criss-crossing the United States and the globe until all white space was almost entirely blotted out. With that visual effect achieved, Mr. Jackson made the telling point that there is no longer any question of how, or even 'why' to communicate . . . "the overwhelming and ever-present question is WHAT to communicate."

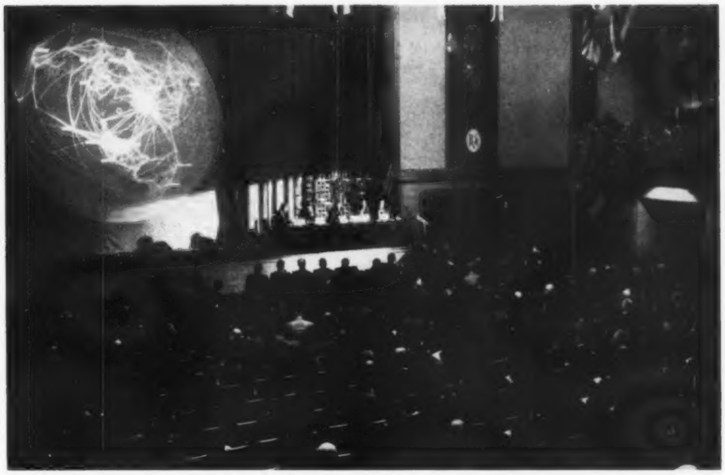
That poser in mind, the first panel plunged into talk about economic and social forces present in the world today. Messrs. Baker, Bookman, Hughes and Scott, under Mr. Jackson's interrogation, placed great emphasis on new nationalisms abroad and the necessity, sometimes the utter urgency, of U. S. understanding of these forces.

The discussion held up well for the audience and received kind comment in the foyer later in the day. It seemed to put the "Big Picture" in place.

The second panel, again under Mr. Jackson's aegis, had a more amorphous area in which to work. Messrs. Shepley, Bello, Cant, Leonard and Mandel, tangled with "Mastery of the Material World" — the implication of snowballing scientific progress on business and industry, on war and peace. It was solid stuff, if less familiar. The implication—'keep up with the times, Mr. Businessman, and You, his counsellor.'

The third panel got closer to home, and homework, in a discussion of "Forces at Work in the U. S." The lineup was Dick Clurman, Andrew Heiskell, John Jessup, James Linen, Sanford Parker, and Mr. Jackson.

Here the problems and influences of growing urbanization and of challenges in the education field came under scrutiny. The hint was strong in the panel's collective voice, that members of the communications field must not only be aware of these problems in their communities, but must themselves act, and enlist the support of those they counsel, in meeting these problems.



Time Inc. presents opening session

Following the last panel, which subsequent comment also proved to be critically well-received, their boss —Roy Larsen, President, Time, Inc. —struck a heartening blow, particularly in relation to the final panel's theme, when he said that "Public relations is the greatest awakener of the corporate conscience." Few in attendance cared to deny that in any form, and, since Mr. Larsen's delivery was vigorous and sincere, his talk was exceptionally well-received.

In the corridors after adjournment, New York, Los Angeles and Dallas representatives were sampled. They enjoyed the 'big think.' Very modest dissent was offered by a few scattered samples.

And so to lunch

They had to clear the ballroom and set up for lunch, so ample time was found to visit the many interesting exhibits, find out what the wives were going to do that afternoon, get messages from the Bulletin Board, and finish belated registrations.

Those tasks completed, about 1200 got settled for lunch in the Ballroom

Continued on Page 6

Ladies luncheon and Fashion Show at Idlewild

for the PRSA's Annual Luncheon. James Armsey of The Ford Foundation presided and did a fine job. After the plates were removed, those assembled were introduced to a visitor from Britain, T. Fife Clarke, Director General, Central Office of Information, London. He spoke in that remarkable way which makes grammarians happy, and jealous-type orators jealous. Largely he had enjoyed his visit to America and been interested in our public relations approaches. He understood that questions of ethics and standards were very much in the minds of the PRSA membership today, and he made brief references to the formal regulation of the British Institute of Public Relations. Naturally, he invited everybody to look in on him if they all managed to get there.

Then outgoing President, Ken Haagensen, moved things along in his uniquely brisk manner with his presentation of Presidential Citations and Chapter Charter. This part proceeded with dispatch, a fact approved by those on the Ballroom Floor, quite heartily. The 1959 officers were vociferously welcomed, following which Carroll West, the new President, was introduced for the final talk.

His subject, "Who Speaks for Public Relations," had warmth and sincerity. Citing common touches involving elderly ladies, policemen or janitors, he conveyed the idea that 'everybody speaks for public relations' in the ordinary course of impressing others with themselves, their causes and their communities. The benevolent implications were still impressing themselves upon the luncheoneers when the meeting was adjourned.

A slight intermission

The wait for the Ballroom to be re-established as a Forum allowed more time to visit the exhibits and discuss next year's 'jaunt' to the Fontainbleau in Miami Beach. Even a few wives showed interest in attending.

Querying some of the ladies, it was discovered that this year's Conference was very favorably regarded. The ladies attended a fashion show at Idlewild Airport on Thursday where cocktails, luncheon, a look inside a new jet airliner, an award to Lord & Taylor's Dorothy Shaver, and an L&T parade of fashions, were the order of the day. (A later checkup with those who journeyed out to the affair proved it to be one of the most successful and popular events ever attempted on behalf of wives.)

Back to business

The first afternoon session was more sparsely attended than any other session, but compared favorably with last year in that category.

It's rather too bad that some missed a tart, well-formed talk by A. A. Berle, Jr., former Assistant Secretary of State and now a professor of corporate law at Columbia. Although this Observer (myself) had no particular feeling one way or another, it seemed refreshing to hear the hosts scolded occasionally instead of being congratulated.

Articulate as ever, Mr. Berle questioned whether public relations practitioners were really doing their job. Linking that with the question of ethics and standards he intimated that he wasn't sure that he knew what, if any, the field presumed to have. He warned that a rising standard of social honesty would be called for on the part of practitioners.

Notes indicate that he said, in part, "We have learned now to look forward with economic and social scholars . . . at the very least you will have the duty of making your clients understand the positions they want to take."

While the rest of the afternoon was given over to a kind of open forum, ably conducted by Chicago Management Consultant, Dr. Samuel Stevens, Mr. Berle's rather blunt needle remained the talking point for those who had the perspicacity to attend.

Under the artificial starlight

It's often hard to find the right bank of elevators to any place in the Waldorf. And that goes triple for those carting human freight to the Starlight Roof. (It was remarked that the elevators went up in the Waldorf and came down in some other building.)

But a positively amazing, and remarkably alert, crowd found its way up and absolutely jammed the Conference Cocktail Reception, hosted by the General Conference Committee. There was extreme milling and handshaking, and friends were won and perhaps others were lost that night.

Verdict—let's have another one.

A good idea—The Idea Exchange

Thursday morning began what most practitioners said they had come for. The whole day was devoted to a Public Relations Idea Exchange. It was similar to the Trading Posts which caused encouraging comment in 1957 in the City of Brotherly Love. This time, however, under the chairmanship of John Moynahan, it was broken down in two parts. The morning session was given over to 'Shop Talk with the Working Press'—an exchange of information at tables headed by veterans of "the other side" of the news desk. Representatives of news media of all types and kinds offered smiles and valuable information.

The Ballroom was set up to accommodate 35 or 40 tables, each with identifying signs for the categories of discussion, and each with its specialist presiding.

The action got started and the floor crowded early. Because people drifted from table to table according to their needs and interests, it was difficult to keep a play-by-play head count. But judgment by eye and by sound—and by length of stay at given tables—the subjects that commanded the most interest ran roughly in this order: Wall Street and Financial Public Relations, The General Story for Dailies; Feature Magazines; Talking to the Women, Science News, and two good tables each in two related fields: Public Relations and Films, and Public Relations and Television. Surprisingly, Wire Services and Public Relations — and Radio weren't overworked. Consulting notes again, the play was about the same in Philadelphia, with Stockholder Relations and General News Stories leading the lists.

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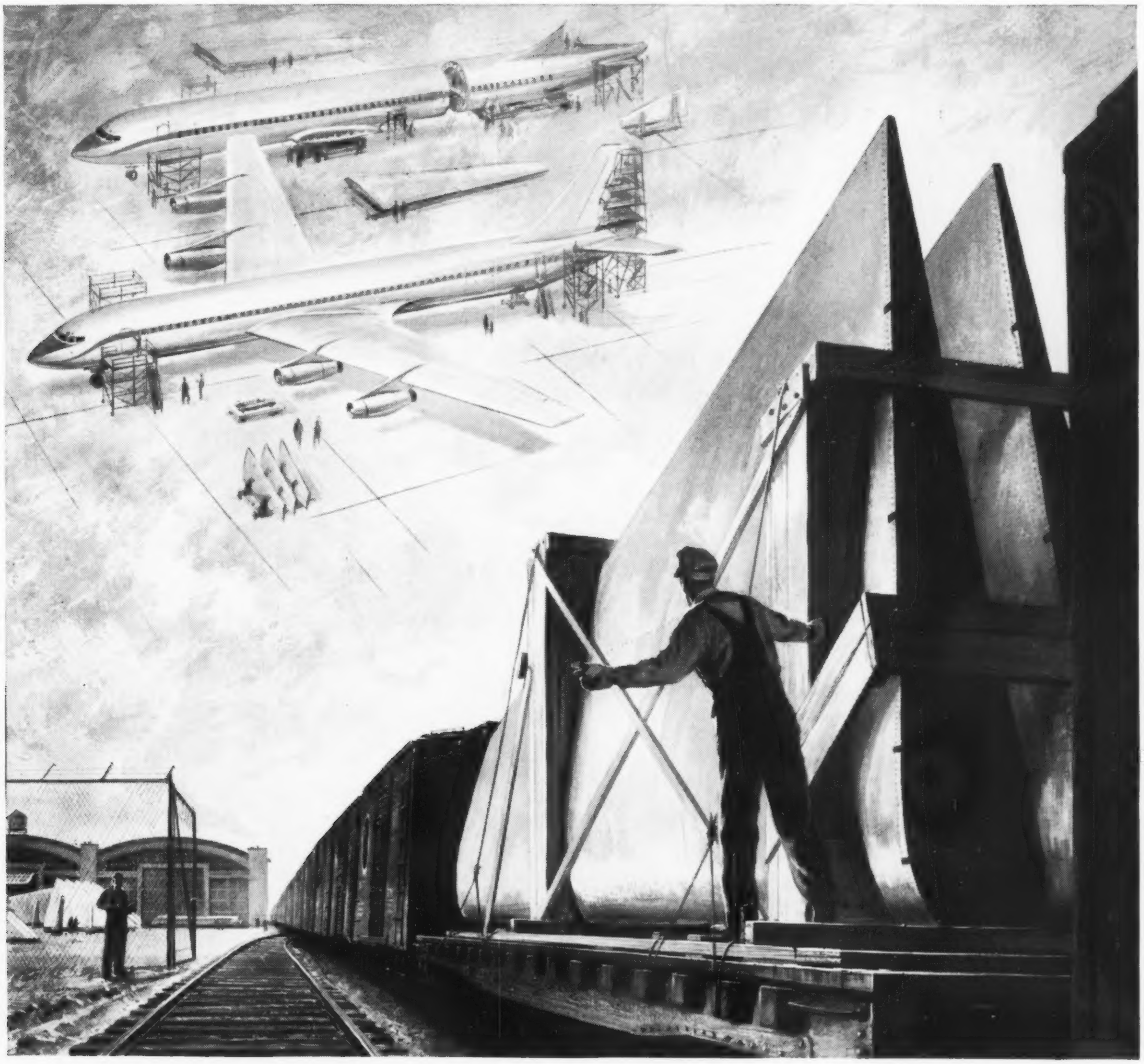

America's jet age rolls in on rails of steel

Another example of how railroad progress goes hand in hand with U. S. progress

New York to London in only 6½ hours! That's the flying time of today's dramatic new jet planes—as America advances into the jet age.

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In fact, the railroads are absolutely essential to the growth of our economy and to our national defense. The country couldn't do without them. That's why the railroads should be allowed equality of treatment and opportunity with their competitors.

RAILROAD PROGRESS: *Push-button control of hundreds of miles of track increases the efficiency and capacity, and improves the service of today's modern railroads.*

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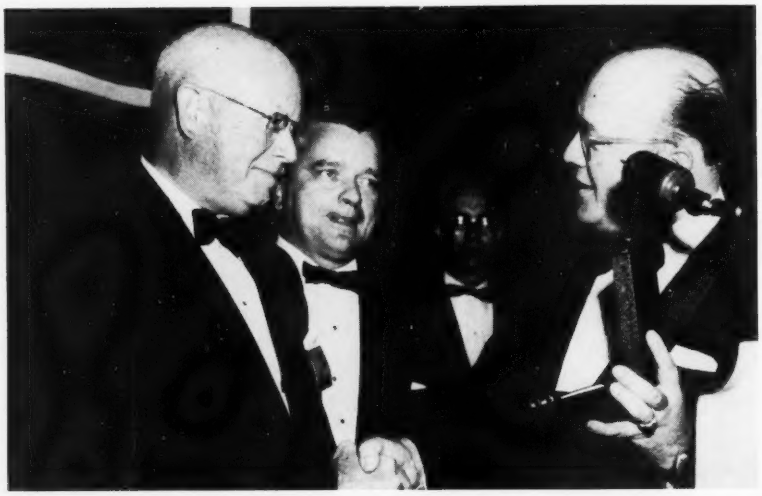

THOMAS J. ROSS (left) Senior Partner of Ivy Lee and T. J. Ross was presented with the award for distinguished service to the advancement of the public relations profession by PRSA at the Annual Dinner, November 6th, during the 11th National Conference at the Waldorf-Astoria. Mr. Ross was cited by the Society for "his generous contribution of time and energy far beyond the course of his business activities to the development of the public relations profession, and for his 40 years of wise and active leadership in creating high standards of professional conduct and competence." With Mr. Ross are William A. Durbin (center), 1958 Chairman of the PRSA Committee on Citations and Recognition, and Kenneth W. Haagensen (right), President of PRSA.

The most popular newcomer was Science News, which was either a reflection of public relations' rising preoccupation with that challenging field, or a personal tribute to the presence of the *New York Times'* Bill Laurence, prize-winning dean of the atom-writing corps.

An intense, if limited, gathering surrounded former *Yank* and *Stars and Stripes* ace, Joe McCarthy, at the Free-Lance Writing table. Participants were mostly young and eager and seemed hungry for ideas.

Afternoon of the informed

Luncheon bordered on the "stag," what with the ladies out at Idlewild, yet the room was almost full. Thomas Watson, Jr., the main speaker, President of IBM, traced some of the history of that concern and spoke feelingly of his father's approach to the founding and building of the company — always with an eye on the public attitude; and stated that both father and son felt that ". . . public relations is the general impression that the total acts of a corporation makes . . . on its employees and the public." He echoed the heavy tone, set in other speeches, of responsibility of American business to the public, and the concomitant responsibility of its counselors.

Next—the Idea Exchange tables were re-established and the members found themselves talking to each other, or—in some cases talking to themselves. It was called "Shop Talk Among Ourselves" and seemed as lively as the morning session.

All in all, there were excellent low level "pork chop" chats, which ranged all the way from The Corporate Image to Launching a New Product, with stops at How to Conduct a Successful Plant Tour and Tough Problems: Strikes, Taxes, Pollution, etc.

Partially because of personal acquaintance, partially out of special interests, all tables did a fairly good share of business. If any led the way, the tables on Financial Relations and Related Problems were best populated, followed by a lively 2 tables on Successful News Releases.

The smoking-room summary after the day's ideas were exchanged was of the same tenor as last year—more working sessions like it. There also was comment that such sessions are fine, but a half day might suffice.

I was impressed by the absence of "blue sky" talk from morning until night, and had the feeling that nobody was kidding anybody.

The big feed

The Annual Banquet was a glittering affair, typical of the glamor that a major Waldorf dinner produced. Ken Haagensen presided and Thomas Paradine, Jr., of the Coca-Cola Company, served as Chairman of the Entertainment Committee.

The guest speaker was Murray Snyder, Assistant Secretary of Defense, who told the multitude how valuable the government considers public relations in making its policies more comprehensible to the public, and winning support for those policies. He stressed the responsibility (there's that word again) of those in the business to be informed, honest, fair, and thoughtful in enlisting their clients and the public in these matters. It was very elevating.

The morning after

The Annual International Breakfast got underway at 8 A.M. Friday morning and turned out to be a solid one for those who had personal or professional interests in attitudes abroad. A specially-prepared panel discussion, arranged by United Press International, had some representatives of foreign countries imploring, through the mediators, that those who help mould public opinion in the United States take an interest in the needs and aspirations of other countries in order that the free world not fall apart.

George Allen, Director of the United States Information Agency, indicated a willingness on the part of government to meet those needs as he described the work of the USIA in reaching people all over the world. He emphasized again the role private public relations might play by saying that USIA will appoint soon a panel of distinguished public relations experts which it can call on to help out from time to time.

A casual remark, overheard as the breakfast broke up, highlighted the feelings of some at this unusually impelling gathering, "I expected some guff, but—you know—it makes sense; if not in my business, at least to me personally."

The big think

The final morning session was undoubtedly the "Big Think" of the entire Conference. It drew a good crowd and a mixed, but respectful, reaction by lunchtime. Once the houselights were partially darkened to allow visual presentations of "What We Know About Public Opinion—How It Is Formed, Changed, Influenced," very few left the hall.

An imposing panel of thinkers used charts, graphs and slides to present their thoughts and case histories on the subject. Highly impressive was Richard West, Administrator of Norwalk Hospital, and his story of a hospital drive on the community level that really paid off.

Harold Brayman, du Pont's Director of Public Relations, cited a case of private industry incentive being stifled (in this case, the transfer of a plant to another region) through a misleading campaign by labor which outweighed an inept campaign on the part of management, in informing both the government and the public of the true value of the move. He threw in talk about oppressive government restrictions for good measure. It was quite effective.

Dr. Claude Robinson of Opinion Research Corporation presided, and had some kind words to say for the efficacy and utilization of research; and Dr. Samuel A. Stouffer of Harvard impressed the audience with his rounded knowledge of economic forces and their uses and abuses in the public relations field.

In the corridors shortly after, discussion abounded on the merits of such a session. While all conceded the scholarliness and even the broad importance of this type thinking, several indicated it was way beyond their specific needs; others that there were too many intangibles and imponderables involved. All agreed that du Pont's Brayman had said an impressive mouthful when he stated that "we (public relations people) need to provide the broad factual information to document the learned, and . . . to develop . . . other techniques to dramatize (our case) to millions of people, who in the last analysis are going to make the final decision."

With nobody disposed to quarrel, it was time for the Final Luncheon.

Wrapping it up, except . . .

The final formal-type session was a bang-up luncheon with credit due everyone connected, from the Conference Program Committee to Kenneth Youel, presiding.

One of the smart moves, obvious to the overflow crowd, was to have Morton Downey entertain before the main bout. He lifted the Ballroom roof with his routine and won a roaring ovation.

He was followed by three NBC news commentators (Chet Huntley, Morgan Beatty and Merrill Mueller) who answered questions sent up on cards out of the audience. Obviously most questions dealt with current events, and the three — experienced performers all — gave penetrating, often humorous answers, to all they could handle. (Remember, this was shortly after Election Day and, one query brought a laugh to the newsmen. The card read . . . "I'm a Republican. Wha' hoppened?")

The session could have been purposefully drawn up to take the Conference attendants' minds off the pressing or depressing problems they had discussed for two and one-half days previously. It certainly served that purpose.

Meanwhile, a few of the ladies were off at a Metropolitan Opera rehearsal which was reported a complete success. And, to nobody's surprise, they made all their formations on time, which included the United Nations tour. This last, which really closed the 1958 Conference, was well-attended, and seemed greatly appreciated even by the most sophisticated.

First conclusion

This Observer's first and most surface conclusion, as the exhibits in the Jade Room and Astor Gallery were struck, was that the mechanics of the Conference stood the test of the Philadelphia meeting. Both had been well-planned as to content and continuity. There was something for everybody. The handling of the wives by the Ladies Committee gets a good plus. The UN tour, tickets to "My Fair Lady," and the exceptionally enjoyable Lord & Taylor fashion show at Idlewild, made for fine free time occupations.

Those in charge of the Conference will certainly be receiving congratulations for some time to come on planning and actual execution of the sessions. They provided impressive speakers, well-rounded panels, and a good pace at the luncheons.

However, the real assay of a Conference such as this lies in the substance of what was said and done. In Philadelphia, the Trading Posts were praised—as were their opposite number, the Idea Exchanges, at the Waldorf.

According to a broad sample, the "speech" sessions made an impression. Perhaps it was the serious tones of those who—whatever the subjects of their talks—managed to emphasize and re-emphasize the *responsibility* of business, and therefore to its counselors, to know and understand the "Great Forces Shaping Our Future" and to act on them honestly and wisely. If members carried away a greater awareness of their responsibilities (as this Observer has good reason to believe they did), then this Conference left an unusually lasting mark.

However . . .

Counselors-at-bay

. . . the question of *who* accepts that responsibility and uses accordingly the tools of his trade (viz. Idea Exchanges, Trading Posts, etc.) lies in a still-grey area of discussion which calls for a second brief conclusion.

On Saturday morning, when corporate and business practitioners, wives and guests, had departed or were packing for departure, about 100 counselors met in dead earnest in the Astor Gallery. The session was broadly entitled "Current Problems of

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PUBLIC RELATIONS IN AUSTRALIA

By W. Sprague Holden

● "What good is a baby?"

This famous response to a query about the practical uses of a new invention is pertinent to the status of public relations in Australia.

In terms of decades, and for reasons not far to seek, public relations has only recently arrived in that young nation. But because of the profound changes in the postwar Australian economy it is there to stay. To change the metaphor, Australian public relations is the man who came to dinner.

In August, 1957, *The Sydney Morning Herald*, a leading metropolitan daily, devoted much of its leader (editorial) page to a two-part survey of the subject. Over the first article a five-column head affirmed: "'Public Relations' Has Become a Thriving Industry." As revealing as anything in the body of the article was the use of quotes around "Public Relations," indicating a still new or unfamiliar term. The article asked:

"Is public relations, ethically conducted though it may be, desirable?"

"Do we really need it, or is it simply an indulgence of prosperity?"

One of the article's conclusions was that no clear conclusion was possible; for the public relations man at a high level "is a sort of public conscience; at the lowest level, he is a deceiver; and in between, he is an explainer."

Needs explaining

Abhorring the deceiver in its midst and prideful of the accolade of public conscience, public relations in Australia is learning that there are times when industries, business firms, public institutions and functions greatly need explainers. Indeed, this expository requirement is the chief reason that Australian public relations is buckling down to a huge, complicated and necessary task.

Newspaper News, Australian counterpart of *Editor & Publisher*, gave two full columns to a summary of *The Sydney Morning Herald's* inquiry, a use of space which is of itself significant. For before World War II, public relations was a term little used in Australia, in or outside of print. Now, hardly an issue of the *Newspaper News* appears without stories bearing on public relations in Australia, Great Britain and America.

Allure of money

The money allure of public relations is as important in Australia as it is in the United States. In respect to this phase, *The Sydney Morning Herald* began one of its articles this way:

> "An Australian banking organization is offering a minimum salary of £4,000 ($9,000) to its new director of public relations; the Egg Marketing Board (a state agency which controls the entire egg production of New South Wales) was, until recently, retaining a public relations consultant at an annual fee of £7,500 ($16,875); and one of Australia's largest motor firms pays its public relations chief £10,000 ($22,500).
>
> "Obviously, public relations men have something valuable to sell."

The anonymous author of the article may have put his heart into that "obviously." The meanest of the three public relations salaries he listed is much more than the average Australian journalist earns annually. Moreover, salaries in Australia have more purchasing power than their equivalents would have in the United States. Newspaper editors are losing many good men to public relations.

A second problem for Australian editors is how to treat that part of public relations' purpose which relates to press publicity. This one has brought many a heated interval to Australian newspaper shops.

● W. SPRAGUE HOLDEN *is a Professor of Journalism and Chairman of the Department of Journalism at Wayne State University, Detroit. He is 49, a native of Michigan, and before starting to teach at Wayne State in 1946, worked for publications in New York, San Francisco, Akron and Detroit. He has an A.B. from the University of Michigan and an M.A. from Columbia University. In 1956-57, Professor Holden spent 13 months in Australia under a Fulbright grant studying the metropolitan daily newspapers of the country. Along the way, and afterwards, he picked up the information about public relations contained in the accompanying article.* ●

From one major newspaper sanctum an order went forth that all press releases must go to the editor-in-chief for judgment. There was too much free advertising in most of them, management felt. A working arrangement was finally reached. Free advertising was firmly interdicted; in a newsworthy release one mention of product or company was permitted.

Caustic directive

Another metropolitan daily was moved to go even further. This caustic directive was posted on the reporters' bulletin board:

> "Will reporters please remember they are reporters and their job is to get news direct from original sources and not deal with second-hand sources. Handouts from public relations setups have no real place in genuine reports."

Such incidents suggest many things. One is that public relations has still to find its rightful place in the Australian economy. Australian editors are not yet conditioned to accept the cooperation of public relations men on routine matters on which they needlessly waste reporters' time. On the other hand, many public relations men are perhaps overly motivated by the idea that, where newspapers are their target, the proper play is to slip past the hot-eyed editor when his guard is down; to get product puffs into the paper by any old means, as if it were a kind of game. There is much to be learned all around.

The manager of one Sydney public relations firm believes that present frictions are a vanishing phase. Public relations people and newspapers in the United States went through it a long time ago, somewhat after Ivy Lee humanized John D. Rockefeller, Sr. and his gifts of dimes. His own firm, says the Sydneysider, overcomes newspaper doubts about public relations copy by "employing only first-rate journalists and insisting upon a standard of copy which has, in fact, to be better than average newspaper copy to pass the barrier."

Growing comprehension about the larger tasks public relations can perform is helping to improve matters. Australian public relations consultant firms and internal departments are being requested by some of the big Australian corporations to help devise company policy. They are consulted on management matters, especially about advertising and problems which involve politics and government.

A notable development is public relations' invasion of Canberra, the federal capital. It began in World War II, during the terrible urgency to enlist popular support for all manner of wartime campaigns and exigencies. Australia got its first Department of Information. Political parties, commonwealth and state ministers discovered the uses of public relations. War and politics, in a sense, were the Australian testing ground for public relations.

After the Axis' defeat, peace and business followed the lead of war and politics, but slowly. Today though, public relations is a fixture in Canberra. Many agencies have set up shop there to serve a variety of clients. "Canberra business representative" is a favored title, but the public relations factor is strong; and, one veteran Canberra newspaper correspondent observes, the trend displays numerous American characteristics.

Editorial trade union

The Australian Journalists' Association is the trade union of editorial employees of the Australian newspaper industry and related fields. Its membership includes practically every Australian who is gainfully engaged in writing for print. Until fairly recently no one thought that an A.J.A. member who went from newspaper work to public relations should undergo a change in membership status. His name was simply shifted from the A.J.A.'s roster for his employer to a "Miscellaneous" category. That was all. His dues remained the same. So did his voting and exercised his other privileges.

They still do. But over the past months a debate has been in progress about public relations members of A.J.A. It centers in the letters and opinion pages of *The Journalist,* A.J.A.'s monthly journal. One interesting aspect is that even disputants who regard the discussion as a Donnybrook display an ambivalence in their arguments. Public relations is a good thing, but . . .

So far nothing overt has been done; no trend has been started; no proposal for a change in status has been formally advanced by a district (each of the six states of Australia is an A.J.A. District). But A.J.A. officials are studying the subject. Some day there will be recommendations.

"City miscellaneous"

It is no small problem. Sydney is the largest city in New South Wales, Australia's largest state. In its annual

Continued on Page 12

AUSTRALIAN NEWS AND INFORMATION BUREAU PHOTOGRAPH

Melbourne's skyline from the River Yarra

report for the year ending June, 1955, the New South Wales District of A.J.A. reported a total of 1,571 members. Sydney public relations men and women were listed under an omnibus category of "City Miscellaneous." In the 1956 report a new category was introduced: "Public Relations Section," and it included 75 names. In the report for the year ending June 30, 1958, 115 public relations members are listed.

This increase, says the 1958 report, "demonstrates the growing strength of commercial journalism. Its capacity—high salaries and comfortable working conditions — to attract highly-trained journalists from newspaper work is a warning to newspaper proprietors and an aid to the A.J.A.'s industrial claims."

A.J.A. currently counts 1,717 New South Wales members, of whom 115 public relations practitioners constitute about seven per cent. In Melbourne, the Victorian District reported 40 public relations members in 1955, a number which has increased considerably since then. To a lesser degree, public relations has established itself in the other four, smaller state capitals: Brisbane, Queensland; Adelaide, South Australia; Perth, Western Australia, and Hobart, Tasmania.

There are, indeed, enough public relations men and women in the six states for each to have an Institute of Public Relations. Plans are afoot for their formation into a federal group, comparable to Australian advertising and publishing associations. A national code of ethics for public relations has been approved by the New South Wales Institute.

Not all public relations firms are members of a State Institute. The manager of one rapidly-growing consultant group said that he did not believe that consultants, "internal" public relations men and Government PROs had enough in common to justify such formal association.

Who uses public relations?

Who uses public relations in Australia?

One leading Australian public relations firm has among its clients an airline, an aircraft manufacturer, a television receiving-set company, a life insurance firm, a company that manufacturers Diesel locomotives, a technical college, a horse racing club, a construction firm, a number of other industrial concerns and a steamship company.

Another large public relations firm, with offices in Sydney, serves clients in the oil, tobacco, shipping, pharmaceutical and manufacturing fields.

The Royal Tour of Elizabeth II and Phillip in 1954; the 1956 Melbourne Olympic Games, despite the concurrent Hungarian horror; the more recent Royal Tour of the Queen Mother—these high-level events were accomplished with much eclat and finesse, indicating application of public relations expertness.

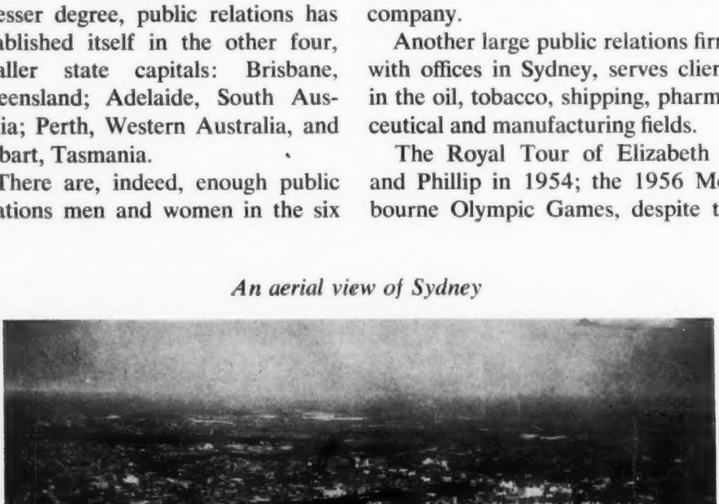
Australian universities use public relations men. Each of the six states enlists public relations in the staging of a monster industrial-agricultural exposition each year, called "The Royal Show." Melbourne puts on an annual civic "Moomba" and Sydney has a Waratah Festival—"Moomba" is an aborigine term meaning "get together and have fun," and the Waratah is New South Wales' state flower. Other capitals stage similar festivals. Oil and auto firms promote long-distance speed-driving competitions.

Recently public relations people working for British Motor Corporation, which is challenging General Motors-Holden's role as manufacturers of Australia's only wholly Australia-made automobile, the Holden, organized a press visit of 48 Australian automotive editors to British Motors' new $30,000,000 plant. One newspaper executive afterwards said that the tour "set a new standard in public relations organization in Australia as between company management and the press."

"Safaris" of government employees

To a different purpose, Western Australian Newspapers Ltd., which publishes Perth's only two daily newspapers, has played host on three different occasions (1953, '56 and '58) to "safaris" of government ministers, members of Parliament, newspaper editors and other key figures through the vast empty reaches of Western Australia. The purpose was to demonstrate the undoubted but undeveloped grazing, mining and industrial potentials of the state's part of "the great Australian loneliness." The latest journey, last July, succeeded in putting tax relief and other assistance measures for the area on a high priority level at Canberra. It was an impressive three-part public relations performance by the Perth newspaper company.

An aerial view of Sydney



AUSTRALIAN NEWS AND INFORMATION BUREAU PHOTOGRAPH

Mr. Holden

Such a diversity as these use public relations: the Prime Minister of Australia, the Australian Atomic Energy Commission, the Australian Jockey Club, Oversees Shipping Representatives Association, the United Licensed Victuallers Association (pub and tavern owners), Trans-Australia and Qantas Airlines, Caltex, Shell, Atlantic Union, Standard-Vacuum and other oil companies, Melbourne Harbor Trust, the Federal Treasurer, Australian News and Information Bureau (Asia, United States, etc.), Imperial Chemical Industries, Australian Wool Bureau, Kayser, Australian Road Federation, Ford, Chrysler, General Motors and other auto companies, Matson, P. and O., Orient Line and other steamship companies. Also, banks, churches, hospital appeals, police, army, navy, air force, chambers of manufacturers and firms dealing with women's fashions, motor scooters, pens, inks, and many another.

World War II, which changed so much in the world, changed the economy of Australia. During its first century and a half, wool and Australian well-being were practically synonymous. Australia "rode on the sheep's back"; merino wool was its golden fleece. When the world's wool market was up, euphoric Australia prospered; when the market was down, so were Australia's national income, her economy and her spirits.

Wool is still immensely important, but it is no longer all-important.

In two decades the number of Australian factories has almost doubled—from 27,000 in 1938 to 52,000 in 1958. In the same period, industrial employment has gone from 564,000 men and women to 1,030,000. Investment in land, buildings, plant and machinery has more than quadrupled. Salaries and wages paid have increased more than seven times and national income has increased almost as much.

This phenomenal industrial growth largely resulted from the worst scare Australia ever had. In World War II the Japanese invasion threat was stopped dead with the Battle of the Coral Sea; but in that close brush with disaster, Australia learned that to survive as a nation she must have more population and she must grow industrial muscle.

An assisted-immigration program is bringing in candidates for Australian citizenship at the rate of about 100,000 a year. The industrial growth is strengthening Australia and it has brought her a high living standard — perhaps second only to those of the United States and the Scandinavian countries.

In such a changing national situation the task of public relations is plain to see. The industrial story is news and the faster the industrial growth the bigger the story becomes, and the more important it is that it be told fully, accurately and swiftly.

The story has been bigger than press, radio and other media (latterly television) could handle by conventional means. Thus, public relations didn't begin to grow simply because some one thought it a good idea. It began because it supplied right answers to a perplexing problem.

It is little wonder that Australian public relations is experiencing growing pains. Yet it is only a matter of time before communications-media supervisors, including newspaper editors, and publications personnel will fully know their rights, responsibilities and proper function vis-a-vis one another. It may well be less painful than was the growing-pains period in the United States, long past.

Meanwhile, Australia is learning, a little more each day, what the baby is good for. ●

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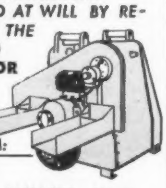

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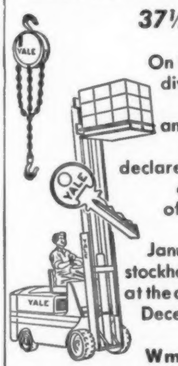

On Nov. 20, 1958, dividend No. 283 of thirty-seven and one-half cents per share was declared by the Board of Directors out of past earnings, payable on January 2, 1959, to stockholders of record at the close of business December 10, 1958.

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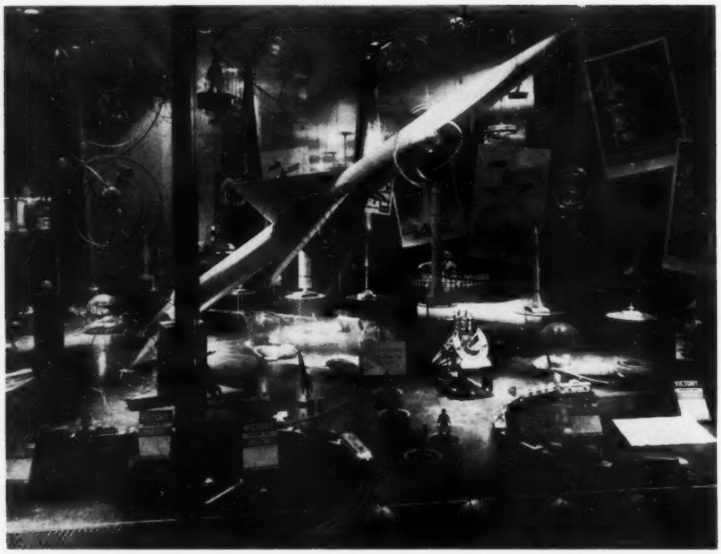

Models and photographs in United States Army Missile Exhibit

YOU'RE MISSING A BET...UNLESS...

By A. D. Bruce, Jr., U.S.A.R.

● Probably many people do not know that the Army has public relations task forces strategically located on the East and West coasts ready to be of assistance at the drop of a letter, personal visit, or phone call.

These compact, but highly efficient, public relations units can provide a wealth of accurate, up-to-date information, photos, film clips, technical guidance, historical and background data, and—if the occasion warrants it—men and equipment.

Here are just a few samples of the types of requests that are received by Army public relations task forces:

"Our public relations firm would like your help in attempting to get a showing of the Signal Corps' High Speed Typing Reperforator, made by our client, on a leading news type of TV show. Would you be able to lend a hand?"

"Do you have any films in your library showing a paratroop drop that we can use for a network TV movie?"

"I'm a writer for a features syndicate and would like to do a feature story on the Army's new method of giving inoculations without using a needle. Can you help me?"

"Can you lend us a jeep for a quiz program?"

"We want to send a correspondent from our newspaper to Europe to do a series of articles on the Seventh Army; what must we do to accomplish this?"

"We understand that a NIKE base will be established here next year. Can you furnish photos and data on the NIKE, its installation, and its operation, for use in our client's house organ?"

"Do you have a film on the Battle of Britain for an educational TV program?"

"How can I get unclassified pictures and basic information on the Army's Sergeant missile being fired—my company manufactures some of the parts and we'd like to use this information in an ad?"

"Is it possible for you to arrange for the president of our company to attend one of the 'Operations Understanding' visits to Ft. Bliss and the White Sands Proving Grounds? We are a sub-contractor for some of the electronic components and are anxious that more people know about our company's contribution to National Defense. This visit would provide background for special news and feature stories."

While the Army's specialists will provide assistance in such situations to individuals, these Army public relations "firms" were established primarily to work with national media, public relations and advertising agencies, and the public relations personnel of organizations, industries, and businesses.

Foster better understanding

Basically, the mission of these public relations task forces is to foster a better understanding of the United States Army—a similar type of mission encountered by the majority of public relations practitioners. Information is offered on the policy that the full record of the Army is available to the American people, subject, of course, to security restrictions.

Organization is on a functional basis rather than on the account executive principle employed by most civilian public relations firms. This is necessitated by the great quantity of requests for information from continually changing sources. Each of the units is set up with a commanding officer who co-ordinates all activities of his task force; an officer in charge of each of three divisions: Written Media, Radio-Television, and Special Projects; a Sergeant — who is office manager; and a civilian secretary.

The East Coast task force is bivouacked in the middle of Manhattan at 663 Fifth Avenue, New York City, and the West Coast task force is encamped at 6087 Sunset Boulevard in the center of Hollywood. Headquarters for this unit is the Office of the Chief of Information, Department of the Army, in the Pentagon.

Specific duties

The Written Media officer works with the wire services, syndicates, publishers, free-lance writers, public relations and advertising agencies, furnishing them with fact sheets, story ideas, brochures, feature releases, photographs, etc. He may check advertisements to see that they are accurate and do not show the Army as endorsing one commercial product over another; he may arrange for invitational orders for a writer or company official to visit military installations; he may review movie scripts during the writing stages (final approval is given in Washington); he will offer full cooperation with the media in their efforts to obtain information on Army subjects within the limits imposed by available time, personnel, and facilities.

The Radio-Television officer maintains liaison with the broadcasting media and provides technical information to radio and television networks, arranges for Army personnel and equipment to appear on radio and TV programs, provides Army stock footage for inclusion in TV films or for showing to clubs, schools, industries, unions, etc., and assists these industries to the full extent of Army capabilities.

Parades, exhibits, conventions, premieres of motion pictures with an Army theme, speakers for meetings, arrangements for technical advisors for films, visits to plants manufacturing Army equipment — everything which doesn't fall in the Written Media or Radio-TV sections—is the responsibility of the Special Projects officer.

Casette histories

A glance through the files in the New York branch shows that a wide variety of requests is filled by the Army public relations men. Files of the Los Angeles branch show similar services, but primary interest there is assisting in the production of motion pictures.

The following "casettes" will perhaps suggest applications of these services for many companies or counseling firms.

* * *

"We would like to get a series of photographs of the launching of the Jupiter C and Explorer. Can you secure them for us?" asked the public relations director of a company which supplies various alloys used in the Jupiter C missile.

Sets of thirty-two 11 x 14 prints were provided and displayed at the Institute of Radio Engineers annual convention in New York. Later on, one of these photos was used as the cover for the supplier company's annual report.

* * *

A vice president of a newsreel company explained that he wanted to do a short film in cinemascope and color on Army missiles. Dialogue would be prepared in 27 different languages and it was estimated that in a period of 18 months millions of viewers would see the film. What could the Army do to help them?

The Army could and did do quite a bit. First, arrangements were made for the producer to visit White Sands Testing Grounds. Next, details were worked out whereby the film crew spent six weeks at White Sands taking the required pictures with the full co-operation of the Army. The film was such a success that a second film is now being planned.

* * *

A national toy manufacturing company asked: "What steps do we take to produce plastic scale models of Army vehicles, missiles, and other equipment?"

External scale drawings were obtained from Army Ordnance to assist the manufacturer. The Special Projects officer also showed the manufacturer how to number the vehicles and how to put on various insignia. Pictures and explanatory material were provided for a brochure which was packed with each model.

* * *

A New York publishing firm requested a conference for the editors of 13 of its publications so that the services of the New York Army Information Office could be explained to them.

This was done and many individual questions were answered. Editors said that these facilities would save them from traveling to Washington, D. C., to get technical information and data necessary to complete articles on the Army accurately.

* * *

The publications manager of a chemical corporation knew that the Army Advanced Marksmanship Unit was equipped with two new and special rifles developed by one of its parent companies for use in the coming rifle matches with Russia. He called the N. Y. office and stated that he would like to get some public attention, if possible.

Through the Sports Branch of Special Services, Department of the Army, the team was located at Ft. Benning, Ga. It was discovered that the team would leave immediately for Germany, swing through the Scandinavian countries, and then proceed to Russia. Unfortunately, it was too late to get advance notices to the press, but arrangements were made to place men and guns on TV programs upon their return.

* * *

An association in New York requested that the Army provide a

Continued on Page 16

• A. D. BRUCE, JR., *owner of Bruce & Company—Public Relations, in Houston, Texas, is a Major in the U. S. Army Reserve. He has a mobilization designation assignment in the Office of the Chief of Information in the Pentagon.*

In 1956, Maj. Bruce took his two weeks active duty training in the Los Angeles Branch (which covers similar activities on the West Coast, but with primary emphasis on motion pictures) and this past summer spent his active duty in the New York Branch. •

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speaker to appear before the organization at a luncheon and explain the Army's public relations policy in relation to the providing of exhibits, marching units, bands, missiles, floats, etc.

The officer in charge of the Special Projects section undertook this job and offered the information in a short, concise talk.

* * *

An author had heard about the exploits of a certain Army cargo ship in World War II. He called the New York Branch to get facts for a story.

After some preliminary research, it developed that the ship was the "Seatrain Texas" which, after numerous ships of a large convoy had been sunk, hauled urgently needed tanks to be used at El Alemain in North Africa. Through extensive correspondence with archives in St. Louis, the N. Y. office was able to get three of the ship's logs for 1942. From these logs the author was able to write an exciting feature story.

* * *

The Public Information Officer of the 77th Infantry Division (Reserve) wanted to know where he could get footage on the Division in WW II.

After checking several Army sources the Special Projects officer located 33 cans of film about the Division at the Army Pictorial Center. From these, a movie to show at a Division reunion was put together.

* * *

A publication wanted missile models to display in a New York savings bank during January to advertise one of its editorial columns.

A set of models was provided and appropriately displayed.

* * *

These services are available for the asking . . . and they're on the house!

The Commanding Officer of the U. S. Army Information Office (New York Branch), located at 663 Fifth Avenue, New York 22, N. Y., (MUrray Hill 8-7572), is Maj. William V. Schmitt; Commanding Officer of the U. S. Army Information Office (Los Angeles Branch), located at 6087 Sunset Boulevard, Hollywood, California (HOllywood 2-7215), is Col. Edwin W. Richardson. ●

Management Raids and Proxy Fights

By Brainerd Chapmen

● Proxy fights are about as welcome as the plague, and they have something else in common: both can prove fatal, if their very first symptoms aren't properly diagnosed and if sound and prompt action isn't taken.

There is one sure way to defend a proxy fight successfully, and that is to own a majority of the stock; or have enough money to buy a majority of the stock; or have enough wealthy friends who see things your way.

Robert R. Young, in his successful bid to oust the New York Central management, was helped by two Texas millionaires, Guy Murchison and Sid Richardson. They are said to have purchased $20 millions of Central stock.

But usually the most important phase of a proxy fight is its preparation. This must be made before the fight begins. The persons representing a company will need some time. Consequently, it is imperative to foresee the brewing storm before it strikes—and as early as possible.

The first question is:

When is a company vulnerable?

And the answer is: It may be more vulnerable than is realized.

There are two kinds of proxy fights:

1. Those where investor-stockholders feel that management is doing a bad job, and consequently that it is time for a change; and

2. Those where an outsider sees a chance to move in and take control. These are the raids we have heard the most about.

Both types of proxy fights have been going on ever since corporations began. The public just hasn't heard very much about them, because the past is soon forgotten and because they usually haven't involved such large companies as New York Central, Montgomery Ward, Libby, and Fairbanks Morse.

A company is vulnerable to a raid if it is worth more than its stock is selling for. That is, if an outsider can buy its stock and get more than he pays for. It's just that simple. There must be a motive, and the motive is to get something for nothing. And any company is the more vulnerable, if the "something" can be siphoned off quickly.

Montgomery Ward was one example. It had $300 millions in cash and government bonds on its balance sheet, and the stock was selling for less than book value. This large sum was not being used in the business, so much of it could be siphoned off rather rapidly.

There are a few variations of this theme:

1. It is not necessary that a company be worth more than its stock is selling for—it is only necessary that the outsider *think* it is.

2. A company may be worth more to a prospector than it is to management. For example, an operating deficit which may be nothing but a headache to the management, may be a desirable loss carry-over for somebody else.

Thus, management is vulnerable with assets and vulnerable without them.

3. Even though stock is not undervalued, if conditions are otherwise ripe for a take-over, an outsider may start a proxy fight to put himself on the board of directors, perhaps in order to sell insurance to the company, or raw materials; or he might want to be president with an attractive employment contract; or he might just want to be a company consultant.

If the outsider doesn't have—or can't get—enough money to buy control, he must convince enough stockholders to go along with him. He will need telling arguments to back up his raid—arguments which will appeal to many stockholders.

Now these are the facts which give rise to such arguments — and these facts also give rise to the non-raid type of proxy fight:

1. Poor earnings. Sparks Withington had sales of $17 million, yet earned only $30,000. And the management was changed.

2. Inadequate dividends. Niles Bement Pond earned $5.20 a share and paid $1.50 in dividends. Someone moved in and took over control. The belief that stockholders don't want ample dividends is unfounded. Forty-four per cent of all brokerage accounts belong to persons with annual incomes of less than $10,000.

3. High executive expense accounts. Such a situation was successfully exploited in some railroad fights.

4. Lucrative stock options, generous bonuses and fat deferred compensation agreements make a company ripe for a raid.

If outsiders are planning to get support from a speculative following in the market, they will want

5. A rising market, and

6. A low-priced stock; and they will be helped if

7. Management doesn't own or control much of it.

8. A normally small turnout at the annual meeting might well help the

Continued on Page 18

opposition. Or, and this is doubtless common to a lot of companies,

9. The board of directors might consist largely of management. In such cases the charge is often made, but seldom justified, that management is more interested in perpetuating itself in office than in taking care of the stockholders.

How to detect the "Build-Up"

After determining a management's vulnerability, the next job it to detect the proxy fight before it starts. This isn't easy, because at this stage secrecy will cloak the movements of the opposition. The chances are the insurgents will have to buy some stock, and it will be cheaper for them to buy it before their plans are made public and management and its friends start to bid against them.

Here are the tell-tale signs of the build-up:

1. An increased volume of trading.

2. A rapid rise in price—probably reflecting persistent buying, which is not consistent with the composite averages of stock quotations, or the stocks of other companies in the same industry, or which is not justified by earnings, dividends or likely future developments.

3. An increasing amount of stock held in "street" names. This is management's bugbear and it is a common device. Whether the purchaser is friend or foe cannot be uncovered. If foe, his concealed identity will prevent management from learning his plan of attack and from getting prepared to meet it.

4. A time lag between sales and transfers. This is another device to keep management in the dark by not revealing who the buyer is until his broker delivers the certificates for transfer.

If someone asks for the stockholder list, detection is rather simple.

Preparation for the fight

Having detected the insurgent's preparations, the next job is for the management to prepare its own program:

Analyze the stockholders and learn their attitudes.

Find out who the opponents are.

If additional shares are to be purchased make arrangements with brokers and bankers.

Anticipate some of the charges which the opposition is likely to make and take steps to make any corrections which are justified.

Often managements under attack will employ professional proxy solicitors. Usually they concentrate on soliciting brokers, which also means that management will solicit individual shareholders. If employees are to do this work, a soliciting organization must be set up and trained.

Considerable thought should be given to the annual or quarterly reports to shareholders and proxy letters and the proxy form.

Attorneys should have time to anticipate and prepare for some of the eventualities that might occur once the fight has begun.

There should be a strong slate of directors and desirable issues.

And all this time the management must run the business successfully.

In setting up a soliciting organization, there should be adequate liaison between its various members. Once the battle starts, it is imperative that all information be referred to a central source for evaluation, correlation and dissemination.

Someone should be free to plan strategy—someone who will not be bogged down in the rush of details that a proxy fight involves. This is all important, and not as easy as one might think, because top executives have a business to run. I have seen them tied up for almost days on end answering telephone calls from people who have, or think they have, something of value to report.

The fight

The fight, when it comes, lasts usually a scant few weeks. And it's just as well. The people involved work from 16 to 18 hours a day.

Here are some of the things that happen:

Company executives may call personally on the larger shareholders. A running tabulation of results is tabulated. Signatures on all proxies received must be examined. There may be trouble with proxies signed by some trustees, joint tenants or executors, or by minors.

The opposition's charges, both oral and written, have to be analyzed, and all newspaper, magazine and radio releases read to be prepared thoughtfully.

Perhaps several mailings will go to all stockholders. If the solicitation is subject to SEC rules, each mailing will have to be filed in Washington. And, in any event, libel and slander must be avoided.

There may be some litigation. Some suits must be handled simultaneously, sometimes in different cities, and call upon the services of executives and professional staff already heavily taxed.

The stockholders' meeting, when it comes, may be something of an anticlimax, but it may be surprising how complicated a proxy fight can make an otherwise routine gathering.

At this stage, the problems are mostly legal. There may be a number of preliminary skirmishes, and then the proxies are filed, challenged, argued over, ruled on, counted, and eventually the winner is announced.

How to avoid proxy fights

In the long run, it is much better to avoid a proxy fight, and the path of avoidance is fairly simple. Vulnerability should be removed.

If a company's stock sells for what

• *Born in Louisville, Kentucky, Mr. Chapmen was graduated from Amherst College in 1933 and Harvard Law School in 1936. During World War II he was a Colonel in the Judge Advocate General's Department and served on the staff of an Infantry Division and a high Air Command, both in Italy, where he was twice decorated. With this exception, he has spent the last twenty-two years with the law firm of Lord, Bissell & Brook, of which he is a senior partner. He has specialized in the representation of corporations, businessmen and investors, and in this broad and varied field he speaks with particular authority on proxy fights, having served as counsel in the eminently successful defense of one of this country's largest proxy contests.* •

it's worth, a raider won't be able to get something for nothing, so he won't be interested. In seeing to it that a stock does sell for what it's worth, a management will avoid stockholder discontent.

How is this done?

By improving stockholder relations, because stockholders are the people who affect the price of a stock. Stockholder relations can be improved by:

1. Maintaining good relations with the press.

2. Properly informing investment bankers, brokers, security analysts, and security salesmen. They are the men who are in touch with stockholders and potential stockholders.

3. Understanding by the public generally.

4. Getting company personnel to do the job of building better stockholders relations. A good public relations firm can help.

5. Placing some financial advertising.

6. Publishing of interesting, understandable and attractive annual reports.

7. Sending interim reports to shareholders.

8. Conducting meaningful annual meetings.

9. Paying a fair and adequate dividend.

10. Explaining future plans to stockholders and the needs for retaining sufficient earnings for use in the business.

11. Selecting top-flight businessmen for the board of directors.

12. Backing a management's judgment with its pocketbook through a substantial ownership of stock by management.

A management must run a successful operation and tell the public about it.

A fairly priced stock is an indication of a good company, with competent management. Stockholders like good companies and competent managements, and they're not likely to start or support a proxy fight against them.

The easiest and best way to win a proxy fight is make sure that one never starts. ●

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David Finn

EXECUTIVE SELECTION FOR PUBLIC RELATIONS

By David Finn

● The field of public relations shares with other counseling services the ever more pressing need to develop better techniques for executive selection.

In recent years, various public relations firms have experimented with psychological tests for this purpose. All of these, so far as this writer knows, have been uncoordinated. Each company has developed its own battery of tests or approaches to this problem directly with the consultant they have selected. Similarly, public relations departments of major companies have in some instances used the psychological tests developed for all executive positions in the company. Here again, there has been no coordination with procedures used elsewhere in the public relations field.

Our own company has a history of experimentation in this field—much of it rewarding and promising, yet much of it uncertain and discouraging. In this article, we have tried to analyze both good and bad aspects of the work we have done, so that our fellow practitioners might possibly benefit from our experience. We believe that if more material on this subject could be published along these lines, we would be able to pool our experiences and might progress cooperatively in what is surely one of the toughest problems we all face.

We realize that many firms have small staffs and as a result feel that testing is only for large companies. We would like to point out, however, that even smaller counseling firms may want to know about our experience in connection with work on behalf of their own clients. They may be called upon, or may suggest, to their clients psychological testing for executives and specialists on a company-wide basis.

Improved methods of interviewing

It is difficult for any of us to say whether there are more people trying to "break into" public relations than other fields, but it is not unusual for any of us to interview as many as 5 or 6 fresh potential candidates a week. In a firm or public relations department where there are as many as 8 or 10 top people who are so called upon, this can create quite an accumulation of time, effort, and information.

Interviewing a job applicant when you do not have a specific position to be filled is a different undertaking from the more direct screening task of looking for the best man available at any particular moment. Yet, systematizing procedures on the former can be extraordinarily useful in regard to the latter since you can stumble across some of the best people when you are not immediately in the market for them.

In our company we developed a form to be attached to the resume of every person interviewed by a member of our staff. Impressions of this man by all the people who have had a chance to talk to him are noted on

---

ABOUT THIS ARTICLE

● *Rare indeed is the employer of public relations skills who does not sometimes wonder whether public relations people are "real" or whether their proferred skills are illusory. A number of firms, people, psychologists, committees have explored ways of finding out. In the present case, the author discusses some of his own firm's experiences in the testing of potential personnel.* ●

THE EDITORS

this form as a continuing history of all interviewers.

We also designed personnel files to fall into categories. The most important of these is what we call our "hot prospect" file in which we have resumes of men who we feel would make topflight additions to our staff. Other categories include salary range and type of job (writers, account executives, trainees).

Usually, interviews are much more disciplined and analytical when a particular job is vacant. Because of this, "hot prospect" candidates always have to be recalled for interviewing when a job becomes available so that what initially may have been casual impressions can be explored more carefully.

Usually, we are able to cull out 6 or 7 top candidates for a job—adding to our own "hot prospect" candidates those recommended by employment agencies, or when necessary, those replying to advertisements which we placed. We try to schedule not more than three in succession and to allocate at least half an hour for each interview.

A "rating scale for prospective employees" helps us systematize the interviewing procedures. This lists 38 check points covering elements of past experience, general manner and appearance, staff requirements and psychological requirements which we feel should be reviewed in an interview. Going down these checkpoints helps assure the candidate and ourselves of a well-planned and well-rounded interview, and we can record our impressions fairly accurately by marking down next to each checkpoint a rating of one to seven.

These ratings are not fully reliable by any means, but they do help organize the interviewers' reactions and have proven extraordinarily helpful in selecting the one or two best possibilities from a series of candidates.

The use of psychological testing

When we first used outside psychological consultants for executive testing 5 years ago, we naively expected that the psychologist would be able to do most, if not all, of our work for us—telling us through some magical hocus-pocus who would prove to be the best bet for our company. We therefore sent one man who seemed to be our most likely applicant for a complete psychological evaluation, which took him many hours and cost us about $150. The consultant did his best to find out from us beforehand the personality characteristics in which we were most interested. We weren't able to tell him very much more than that he had to be a good executive, and the few obvious criteria we rattled off proved to be quite meaningless.

The report we received was a detailed description of the man's psychological make-up and personal history, much of which was embarrassing to us and completely irrelevant to the job situation. We considered this first step a failure because it seemed so undirected—(though as a matter of record, it might be interesting to state that the psychologist advised us *not* to hire the man; we disregarded his advice and hired him, and about a year later he left the company for reasons quite accurately predicted by the consultant).

Our next step was to invite a psychologist to visit our company to obtain from our top executives something of a feel of the organization and a more definite impression of the kind personality characteristics we were looking for in new additions to the staff. As a result of these interviews, the psychologist was able to plan his testing activities more specifically to fit our needs. His report on the next several candidates interpreted them with more relevance to public relations work than had been the case in the first reports we had received—yet we were still uncertain as to how much weight to give the reports and how valid they were.

The profile of a job

Our next project was based on the theory that effective psychological counseling on applicants could not be given unless a comprehensive effort was made to determine what caused our successful members to tick psychologically.

The consultant examined each one of our executives via a battery of tests. Except for a Rorschach (which he explained was not given in a deep psychological sense, but rather in terms of gaining some insight into work behavior), these were written tests given in a group. The tests seemed successful in giving him an insight into the strengths and weaknesses of each of us in relation to our work ability.

We were quite amazed when the psychologist was able to describe each of our executives in what seemed to us very accurate terms. We all agreed that if he could describe such characteristics in prospective employees we would count rather heavily on his advice.

Thereafter for a period of about 2 years the psychologist tested all prospective employees. In total, we tested close to 50 people. Often his reports to us confirmed the impressions of the interviewer and led to a confident decision to hire. In other instances, however, his recommendations were diametrically opposed to the interviewer's reactions, and in all but two instances which will be described later on, we rejected those candidates.

During this period, we felt the program was working, but had insufficient evidence to back up our feeling.

Evaluating the program

After 2 years of following this procedure, we attempted to evaluate formally the effectiveness of the program by the following steps:

1. We circulated a list of all the people who had been both tested and employed among the 3 partners of the firm, who were asked to rate the men according to a list of personality characteristics, using a rating scale of 1-7. This information was then turned over to the psychologist for comparison with his original predictions.

2. We made an analysis of personnel turnover during the 2-year period. We wrote down the reasons why any of the men who had been tested and subsequently hired left the firm. This list was given to the psychologist.

3. We looked over the list of people who had been rejected because of psychological test findings, and made a record of present employment status

Continued on Page 22

of those people where we knew them.

The results of our analysis showed us first and foremost how difficult it was to come to any clear conclusions concerning a program of this sort. We felt we may have been over-confident in our acceptance of the testing procedure, and realized a much more experimental and analytical approach would be needed in the future. Furthermore, we felt our records would have to be kept in such a way that continuing valid research could be done on our experiences regarding our personnel policies.

We did find a very positive demonstration that our overall program had been of help. It was in the turnover figures, which were reduced by more than 30 per cent from the figures for the previous two-year period.

Specifically, we discovered that in the 2 cases in which we hired executives against the advice of the psychologist, the executives did not work out well. The weaknesses as predicted by the psychologist in terms of public relations potential, were, in fact, borne out. This prediction was so clear cut that we decided to rely much more on the recommendations and insight of the psychologist in the future—even though in 2 other cases, men who the psychologist had thought would make good supervisors, were not successful as such.

Guide rules of psychological testing

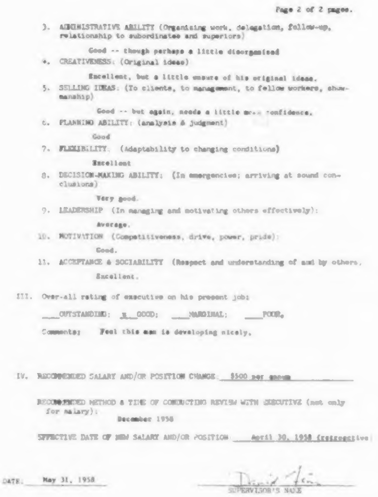
One of the most important benefits of our evaluation was the clarification of key principles which should apply in any future work we might do in this direction. These principles comprise a series of do's and dont's which might prove helpful to others. They are:

1. Be sure each job candidate knows where he stands by presenting him with a clear statement of procedure. Even though we had a regular procedure which all of us followed in interviewing a job applicant, it became apparent to us in our review that the job applicants themselves did not have a clear picture of what our procedure was. Many of them did not know we used psychological testing as an aid; or if we did, how much we depended on it, whether they would be tested, or if they were tested, were they sure of getting a job. Also, they didn't know how many interviews were involved. As a result, many people who applied for jobs at our firm left with a confused feeling and sometimes with antagonism towards the company itself.

2. Be sensitive to the fact that some people may resent psychological testing and consider it an intrusion on their privacy. We have found that much of this resistance disappeared when we explained that the tests were not in any way like an entrance examination; but rather simply a means through which the psychologist could add his expert opinion to other interviewers as to how the applicant and our company would get along together.

3. Don't fail to review the results of a psychological test with a job applicant. This can be a very serious omission. In most situations we were able to follow through and discuss the results with the applicants, even when they were not selected. In one or two cases, we found we had neglected to do this and the people concerned retained a general uneasiness about what the tests may have revealed.

4. Be consistent in your program. In our case, we had made some foolish exceptions, even hiring one or two people without asking them to take the tests because we were convinced that they would be good for the company and that we did not need any confirmation from the psychologist.



Page 2 of 2 pages.

3. ADMINISTRATIVE ABILITY (Organizing work, delegation, follow-up, relationship to subordinates and superiors)

Good -- though perhaps a little disorganized

4. CREATIVENESS: (Original ideas)

Excellent, but a little unsure of his original ideas.

5. SELLING IDEAS: (To clients, to management, to fellow workers, showmanship)

Good -- but again, needs a little more confidence.

6. PLANNING ABILITY: (analysis & judgment)

Good

7. FLEXIBILITY. (Adaptability to changing conditions)

Excellent

8. DECISION-MAKING ABILITY: (In emergencies; arriving at sound conclusions)

Very good.

9. LEADERSHIP (In managing and motivating others effectively):

Average.

10. MOTIVATION (Competitiveness, drive, power, pride):

Good.

11. ACCEPTANCE & SOCIABILITY (Respect and understanding of and by others.

Excellent.

III. Over-all rating of executive on his present job:

___OUTSTANDING: x__GOOD: ___MARGINAL: ___POOR.

Comments: Feel this man is developing nicely.

IV. RECOMMENDED SALARY AND/OR POSITION CHANGE: $500 per annum

RECOMMENDED METHOD & TIME OF CONDUCTING REVIEW WITH EXECUTIVE (not only for salary):
December 1958

EFFECTIVE DATE OF NEW SALARY AND/OR POSITION: April 30, 1958 (retroactive)

DATE: May 31, 1958

SUPERVISOR'S NAME

A sample page from executive selection test

This, of course, makes it difficult to analyze in retrospect how effective your program has been, and it also creates a sense of inequality among the people you have hired — those who had taken the tests resented the fact that others had not been obliged to do so.

5. Keep accurate records of all people tested. The purpose of this is to be able to make evaluations from time to time. It is also important to try to follow up on those people who were rejected because of the tests, for reasons described above.

6. Avoid a static program. In a field as dynamic as public relations, job requirements change. We found, for instance, we had to re-evaluate the different qualifications of an account executive in the light of our current needs, and explore the possibility of using different tests or of weighing them differently in the future.

7. Avoid over-dependence on test results. This is a dangerous pitfall that many organizations stumble into without realizing it. We found ourselves at times guilty of this failing, and tended to use test results as "marks" rather than as a personality indicator. We have been able to avoid this rigid approach more recently by spending more time with the psychologist and interpreting his results and comparing his views with our own

---

• David Finn, *President of Ruder & Finn, Incorporated, New York, has a varied background which includes activities in the fields of psychology, graphic arts and marketing. A graduate of the College of the City of New York, Mr. Finn worked for several years as a salesman before entering the public relations field. In private life he is a painter and sculptor, and his works have been shown in the Boston Museum of Art, the National Academy in Washington, D. C. and the National Academy of Design in New York City. His writings include a series of articles on public relations in MANAGEMENT METHODS magazine.* •

ratings which we made following our own interviews.

The psychologist's role in executive development

The most significant question that arose as a result of our 2-year evaluation was whether or not the testing procedure had been of help to us in the process of executive development.

We felt that the psychologist should be helpful to us, not only in contributing to the decision as to whether a job candidate is right for a particular position, but also to help us develop the executive's strengths and overcome his weaknesses once he is hired. Our program had been only partially successful in accomplishing this goal.

To help us in this respect, we had introduced a procedure of 6 months evaluation of personnel. The procedure had been extremely productive, and welcomed by both employee and employer. However, the initial observations made by the psychologist were hardly ever referred to during the 6 months reviews and were not in any way used by supervisors as an aid in executive development—a serious oversight.

A program in depth

The final conclusion which we came to after our evaluation was to continue the use of a professional psychologist in dealing with the problem of executive selection, but also to extend the scope of his activities and responsibilities in the hope of getting at some of the more significant needs of our organization which had been previously overlooked.

Executive selection should be viewed as only one part—though indeed a crucial one—of the total job of executive development, which should be aimed at maximizing the contribution of each member of the staff to the organization as a whole. This is a task that needs to be undertaken on a continuing basis.

The basic conviction which we arrived at and which we hope is relevant to other public relations firms is that while we must trust our intuition in many aspects of our work, we make a mistake to depend on it too much in connection with the people we hire. We can benefit considerably from the insights available to us through a skilled psychologist.

We therefore decided to retain a psychologist on a continuing basis as counsel to our entire organization. We are now in the process of making a considerable investment in fully acquainting him with the procedures we followed, the nature of our everyday work, and exposing him to the tensions and conflicts that arise from time to time in different kinds of interpersonal relationships. As a result, he is becoming thoroughly familiar with public relations activities as practiced by our organization and is making significant progress in understanding and helping us to understand ways of coping with human relations problems as they arise from day to day.

Psychological tests for new job candidates are now applied against the background of this growing knowledge. Complete records are kept on all people who are tested and follow-ups are made wherever possible.

It is our belief that this program in depth will prove to be increasingly fruitful as time goes on. ●

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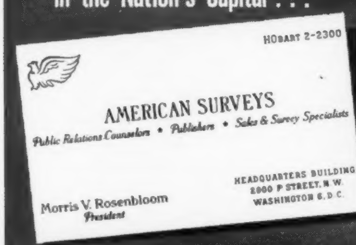

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PRSA Revisited

Continued from Page 9

the Public Relations Counseling Field." It was referred to as a "search for definitions." It was really a coming to grips with the problems of ethics and standards.

It was a closed meeting and those assembled spoke very openly. Ken Haagensen presided as a neutral. No direct quotes were permitted to leave the room.

Suffice it that the posing of such questions as "Improper Associations," "Derogation of Competitors," "Advertising," "(self) Promotion," "Conflict of Accounts," etc., raised hackles on both sides of the figurative aisle—a dividing line which has kept the entire problem of ethics and standards from being concretely resolved to date.

Verne Burnett, Stephen Fitzgerald, and Edward Pendray—with keynoter Charles Coates—managed to keep their panels interesting and their floor exchanges within bounds. But there was intense sincerity and rather outspoken directness in the exchanges from platform-to-floor and floor-to-floor. No action was taken, as was originally intended, except to propose a new committee study of the problem which—this time—would make concrete recommendations after an exhaustive survey of the counselors in the membership.

The conclusion is inescapable that, even among those of extremely divergent views on "definitions," there is agreement that some boundary lines can and must be drawn.

There seems to exist this hypothetical formula: Proper Function of Public Relations *equals* Awareness *plus* Responsibility *plus* Techniques *plus* X. Let X equal fair standards and proper codes of ethics.

The Conference general explored and enlarged on the known quantities in the formula.

The Counselors' Meeting took another stride toward solving for X.

And that's good. ●

Massachusetts Group Serving As Neophyte PIO's

By Gerald A. Rogovin

● How do you tell an organization's story without the skills of the public relations practitioner or agency or public information officers?

When faced with this question, three separate, unrelated groups in Massachusetts took steps to solve it, and, as it turned out, all took the same steps. These groups won't know for 12-18 months whether they have told their stories successfully, created public understanding or gained general support of their programs. But they have laid the groundwork.

The three groups are comprised of the state's 25 voluntary tuberculosis and health associations, the State Department of Mental Health and congregations of the Baptist Church. In the beginning, they set up workshops for their staff people and news media representatives, and then, with the aid of case histories, the neophyte public information officers started learning how to tell their stories.

The Massachusetts Tuberculosis and Health League held two workshops last summer. Eight to ten persons from affiliated associations attended a session held at a tuberculosis hospital. The participants were executives who handle associations administration, fund-raising, coordination of tuberculosis control and general health programs—and public information, when time permits.

Before each session, the participants received from the League a summary on newspaper leads, identifying seven types of leads and dealing with subjects they recognized.

Note: Mr. Rogovin is Director of Public Relations of The Massachusetts Tuberculosis and Health League, Boston, Mass.

The hospital medical director then met in the morning with the group and described one of his patients, how he contracted his disease, his progress if still in the hospital, exactly what had happened to him since discharge, if this were the case. The participants were encouraged to question the physician further if they felt he had omitted anything.

Afterwards they took 90 minutes to write their versions of the case history. Following a luncheon at which all were encouraged to "swap" ideas with each other, they read their stories to the group and to a working newspaper editor whose assignment it was to evaluate each story attempt.

A class room replaced the workshop. Students and teacher (an editor) discussed newspaper style and story placement and use, and how the voluntary agency can serve the press by providing information that editors feel is needed.

Later, public information officers from Massachusetts' 18 mental hos-

Continued on Page 27

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A man, who wished to go to the West Indies, bought his ticket from a travel agent.

But, before he sailed he decided to inspect his accommodations. He went down to the pier, talked to the purser, who showed him his stateroom and then escorted him to various parts of the ship.

The man was delighted with all arrangements and looked forward to a pleasant cruise to the West Indies. But as he was about to leave, he stopped at the railing and looked at another ship, docked at another pier. "Look," he said to the purser, "That ship has three funnels."

"That's right."

"But this ship has only one funnel. Does that mean that the other ship is bigger?"

"Much bigger," the purser replied.

"If it is bigger, does it have a swimming pool?"

"It has," the purser nodded.

"But our ship has none."

"That's right."

"How about the staterooms aboard the other ship?" the prospective passenger persisted.

"They are more luxurious," the purser conceded.

"Well," the perplexed man said "why should I take this ship, when the other one seems to have all the advantages?"

"You can take it if you wish," the purser replied. "But if you are going to the West Indies, this is the boat that takes you there."

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Neophyte PIO's

Continued from Page 25

pitals and schools for the mentally retarded, convened for three days outside Worcester and learned how to deal with the press, how daily and weeklies write their news stories and how they want to receive them.

This marked the beginning of a training program for participants which will be followed early this year by another session on radio and television techniques. Additional sessions will be devoted to preparation of articles for national magazines and making motion pictures.

"We have a story to tell the taxpayers who pay for treatment and rehabilitation of the Commonwealth's mental patients," says Ann White, information officer for the State Department of Mental Health. "But what good is it if our people don't know how to report what we do and why?"

With one training session completed, Miss White's role will be to serve as "a sort of dean" to the public information trainees in developing public education at what she calls the "grass roots level."

Twenty-five members of the Baptist clergy whose job it is to edit parish publications took part last year in similar workshops with Boston newsmen, who instructed them on making their newspapers and magazines interesting and informative for their local media as well as their congregations.

While it is still too early to measure the results of the groups' efforts, representatives of the three organizations feel they are working toward the answer of how to tell their different stories—and how to create a much-needed public understanding and support. ●

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BOOKS IN REVIEW

JOURNALISM TOMORROW. Edited by Wesley C. Clark, Syracuse University Press, 1958. 133 pp. $4.00.

Reviewed by Rex F. Harlow.

● Here is an interesting and provocative book which attempts an evaluation of what developments may be expected in journalism during the next half century. Daily and weekly newspapers, syndicates, broadcast journalism, magazines, new horizons in advertising and photojournalism are all discussed. Also there is an enlightening chapter on mass communication research.

The volume is a cooperative effort of the faculty of the Syracuse University School of Journalism. The editor is Wesley C. Clark, dean, and the contributors are Robert D. Murphy, Howard W. Palmer, Gene Gilmore, Eugene S. Foster, Roland E. Wolseley, Philip Ward Burton, Robert W. Root, Frederic A. Demarest and William P. Ehling, of the faculty.

As would be expected in a work of this kind, there are some points of differences among the authors. But, as pointed out by Author Wolseley and Editor Clark in "A Summing Up," the remarkable thing is the general picture of change which emerges, changes which are for the most part generally agreed on. They believe that all the authors see that there is a greater need for more communication and for more meaningful communication if the world is to survive in an atomic age. All see substantial changes in newspapers, radio, television, magazines, and other media.

The changes foreseen by the authors, think Wolseley and Clark, are not revolutionary. Rather they are evolutionary, building upon the established foundations of the communications media already in existence. No author, for instance, foresees any great new development in the media comparable to the revolution sparked by the electronic advances of the first half of the twentieth century. So, it appears to these authors, there will probably be no comparable introduction of anything like television or radio, merely refinements of the present system of communication.

Continuing their summing up, Wolseley and Clark say that inevitably the pressures of population and of circumstances will make for more control and more concentration in the bigger communications outlets. These same pressures will raise the threshold of attention for these media, so that they will appeal generally to more and more readers. This raising of the threshold will have profound effects upon the nature of politics and perhaps even more upon the structure of government. Yet at the same time there will remain the need of people everywhere for attention, for prestige, for recognition. To meet this need there will be an ever increasing number of publications and media outlets catering to special groups and to special interests. Some of these will outgrow their early purpose and move into the area of general news.

The emphasis of the authors is upon the future developments of the communication media. But in explaining and justifying their forecasts they produce an overall picture of the media as they are functioning today which should be valuable as a practical aid and educational stimulant to the public relations man. Indeed, the whole book might properly be classified as a "public relations volume."

On the debit side, not all the authors show equal ability and skill as writers. As a consequence some of the chapters are much more illuminating and "finished" than others. Likewise, some chapters lack completeness of treatment, failing to give sharp, clear-cut pictures of what the authors have in mind. And in a chapter or two the authors seems to be "going it alone," as if they were unaware of, or might not be too concerned with, what the other authors were saying. These deficits interfere somewhat with the unity and smoothness of the volume as a whole.

But, considered overall, *Journalism Tomorrow* is well worth the time of the public relations man in reading it. He will do well to make it a part of his kit of tools, to give it a place on his shelf of useful books. ●

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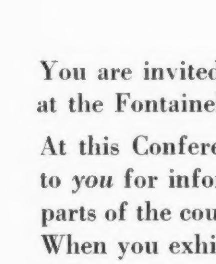

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